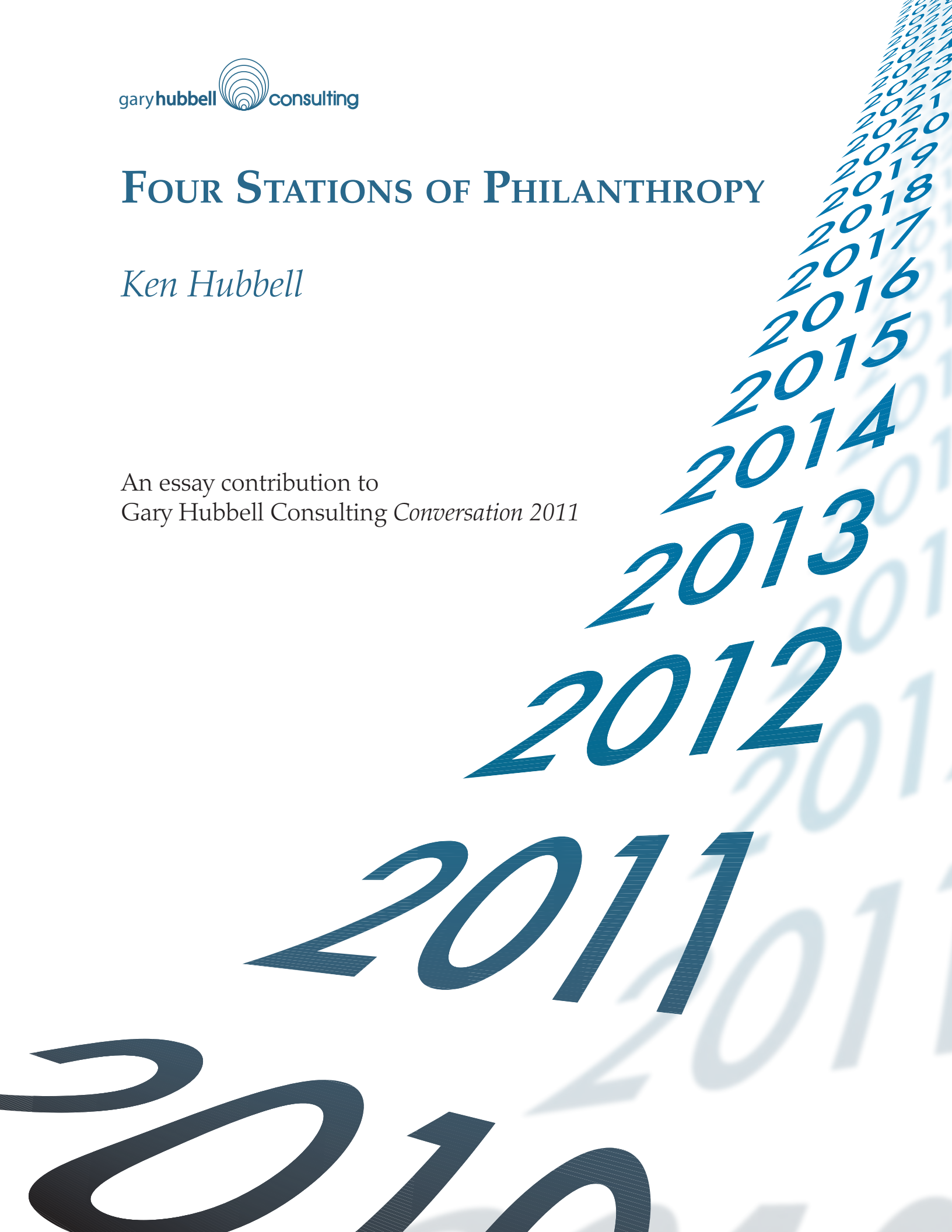


FOUR STATIONS OF PHILANTHROPY

Ken Hubbell

An essay contribution to
Gary Hubbell Consulting *Conversation 2011*



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ABOUT GARY HUBBELL CONSULTING CONVERSATION

Annually, Gary Hubbell Consulting convenes and hosts a small hand-picked group of social sector professionals from throughout North America for three days of intense dialogue and critical thinking. We strive to create a thought-provoking, mind-opening, and stimulating conversation about philanthropy, organizational leadership, and social sector change. This deep exploration of the nature and challenges of the philanthropic environment is intended to engage, inform, and inspire senior leaders to be catalysts for change in their own organizations and communities of influence. With each GHC *Conversation*, we seek to establish the seeds of a continuing and enriching network that nourishes us as individuals and helps each of us change how we converse, inspire, and seek new dimensions of philanthropy.

Gary Hubbell Consulting *Conversation* 2011



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Ken is the principal of a boutique consulting firm (established 1993), providing strategy, planning and communication services for independent sector (especially regional foundations) and selected private firms. In 2009, he completed a design for a regional center on change in the Mississippi Delta for the W. K. Kellogg Foundation and co-authored "Guiding Sustainable Community Change: An Introduction to Coaching."

Lately, Ken and his team designed visual-rich learning experiences for workforce agencies and for three organizations started by Arkansas Gov. Rockefeller to collaborate on accelerating growth and innovation in the state. Ken is managing an initiative to engage rural communities in the Mississippi Delta in rethinking approaches to reducing systemic poverty.

Prior to establishing his consulting practice, Ken developed regional cultural centers, nonprofit community corporations, and public markets, and facilitated downtown redevelopment in rural areas. He secured two highly competitive public humanities grants from the National Endowment to collect and preserve community and cultural history. This work evolved into a University of Arkansas Press book, "The Arkansas Delta: Land of Paradox" (1993).

This is Ken's third *GHC Conversation*.

FOUR STATIONS OF PHILANTHROPY

By Ken Hubbell

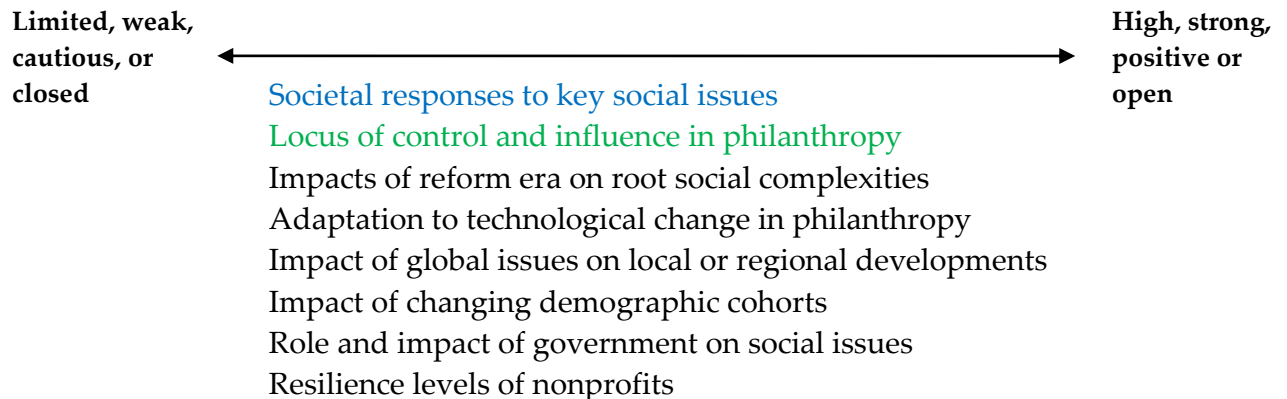
One way to *live into* the world of philanthropy 2030 is to start with the major uncertainties that will frame the field. These are the questions on my list. The answers to these will contribute greatly to the world of philanthropy in two decades:

- Will organized and institutional forms by mainstream philanthropy or will individuals and affinity networks by more typical and popular approaches to addressing social issues?
- Will we tackle natural, social, and community issues from a systemic and collaborative perspective or from a patchwork, mosaic?
- Will the new Millennium's era of reforms be successful in shifting the health, education, and economic outcomes on a scale that contributes significantly to altering the roots of social disease or malaise?
- Will technological innovations transform giving to a transactional rather than relational interaction?
- Will dynamic and awesome humanitarian, ecological, political crises across the globe alter the philanthropic landscape in ways that minimize local or regional issues or causes?
- Will the outlooks and philanthropic orientation of donors change as demographic cohorts reshape the philanthropic community?
- Will government control or collaborate with philanthropic community to tackle pressing issues—education, social justice, food, energy, or natural resource—or will it remain handcuffed by fiscal constraints?
- How resilient is the nonprofit sector—does it support and sustain the capacity to adapt and self renew through innovation and entrepreneurial impulse or does it harden into largely technical service and delivery institutions?

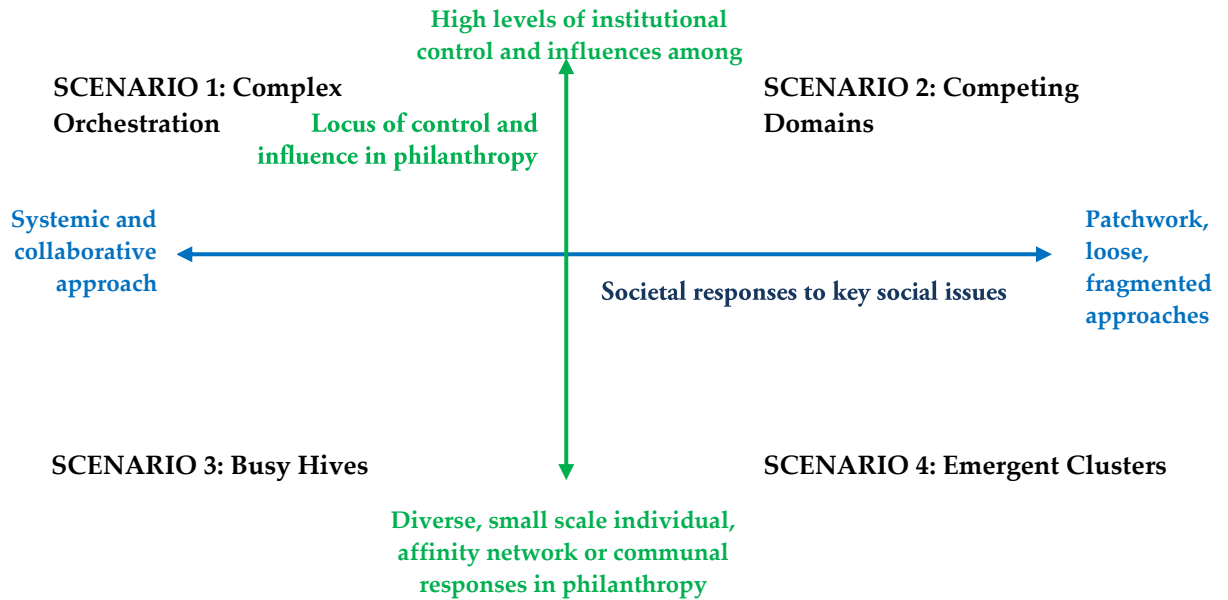
One additional note about the uncertainties around the generational profiles for philanthropists and change makers in 2030: by this time there will be three cohorts of comparable size shaping the field of philanthropy (see the quick worksheets and sketches in the Appendix). The last wave of boomers, entering a generative or legacy life phase, will have handed off the philosophical responsibility for the field to seasoned mid-life Gen Xers and a creative, savvy wave of Millennial (or Gen@) representatives. This new blend suggests that entrepreneurial savvy may be extremely important and influential in shaping philanthropy. Whether they lead through institutions or networks could determine the tone and impact.

Since it is impossible to write the future from today's vantage point, we can use scenarios to develop a set of structurally different futures. In this way, we are rehearsing and anticipating the future of the field while recognizing that the range of uncertainty makes it impossible to forecast any one single future.

In order to simplify the range of uncertainties, we can create use a synthesized group of dynamic forces generated from the first list of key uncertainties on the previous page. Since these forces are in constant motion, and leaders at all levels are shaping impact by their choices and actions, these are then framed on a continuum to include a range of vastly different options.



These forces provide a structure for generating structurally different future scenarios for philanthropy in 2030. The top two may be simultaneously the most critical and most uncertain. **We could use these as the key drivers to develop a set of different futures.** They are laid out below on opposite axes to structure four different possible scenario stories for ways that philanthropy might be practiced in 2030. The remaining forces represent important contributions to the dynamics formed by interactions of the main drivers, and they enrich the future differently in each of the scenarios.



Questions for Further Examination

- What are the implications in each scenario for the primary stakeholders in the philanthropy ecosystem? Are there likely “winners or losers” in each scenario?
- What pushback or resistance would be generated by the general dynamics of the scenarios?
- Which scenario might lead to or reflect a preferred future that resonates for people?
- What would we have to start doing *tomorrow* to take advantage of opportunities or reduce our risks in these 2030 scenarios?
- How might the generational shifts really play out inside the philanthropic world which, by its nature, is slow to adapt?

APPENDIX: PIECES OF A GENERATIONAL CHANGE PUZZLE

Cohorts in the United States retrieved from Wikipedia¹

"A study by William Strauss and Neil Howe, in their books *Generations* and *Fourth Turning*, looked at generational similarities and differences going back to the 15th century and concluded that over 80 year spans, generations proceed through 4 stages of about 20 years each. The first phase consists of times of relative crisis and the people born during this period were called "artists." The next phase was a "high" period and those born in this period were called "prophets." The next phase was an "awakening period" and people born in this period were called "nomads." The final stage was the "unraveling period" and people born in this period were called "heroes." The most recent "high period" occurred in the 50s and 60s (hence baby boomers are the most recent crop of "prophets").

The most definitive recent study of the US generational cohorts was done by Schuman and Scott (1989) in 1985 in which a broad sample of adults of all ages were asked, "What world events are especially important to you?"^[4] They found that 33 events were mentioned with great frequency. When the ages of the respondents were correlated with the expressed importance rankings, seven distinct cohorts became evident. Today the following descriptors are frequently used for these cohorts:

- **Depression cohort** (born from 1912 to 1921)
 - Memorable events: The Great Depression, high levels of unemployment, poverty, lack of creature comforts, financial uncertainty
 - *Key characteristics: strive for financial security, risk averse, waste-not-want-not attitude, strive for comfort*
- **Pre 'World War II cohort'** (born from 1922 to 1927)
 - Memorable events: men leaving to go to war and many not returning, the personal experience of the war, women working in factories, focus on defeating a common enemy
 - *Key characteristics: the nobility of sacrifice for the common good, patriotism, team player*
- **World War II cohort** (born from 1928 to 1945)
 - Memorable events: sustained economic growth, social tranquility, The Cold War, McCarthyism, drug culture
 - *Key characteristics: conformity, conservatism, traditional family values*

¹ Retrieved February 11, 2011 from <http://en.wikipedia.org/wiki/Demographics>

- **Baby Boomer cohort #1** (born from 1946 to 1953)
 - Memorable events: assassinations of JFK, Robert Kennedy, and Martin Luther King, political unrest, walk on the moon, Vietnam War, anti-war protests, social experimentation, sexual freedom, civil rights movement, environmental movement, women's movement, protests and riots, experimentation with various intoxicating recreational substances
 - *Key characteristics: experimental, individualism, free spirited, social cause oriented*
- **Boomer cohort #2 - "Generation Jones,"** born 1954-1965
 - Memorable events: Watergate, Nixon resigns, the cold war, the oil embargo, raging inflation, Disco, gasoline shortages
 - *Key characteristics: less optimistic, pragmatic, general cynicism*
- **Generation X cohort** (born from 1965 to 1980)
 - Memorable events: *Challenger* explosion, Iran-Contra, Reaganomics, AIDS, Star Wars, MTV, the home computer, safe sex, divorce, single parent families, end of cold war-fall of Berlin wall, desert storm
 - *Key characteristics: quest for emotional security, independent, informality, entrepreneurial*
- **Generation Y Cohort** (born from 1981 to 1999)
 - Memorable events: rise of the internet, September 11 attacks, cultural diversity, two wars in Middle East.
 - *Key characteristics: acceptance of change, technically savvy, environmental issues"*

The roles and influence of these cohorts changes by 2030. This might alter the attitudes about causes, the role of institutions and individuals, and the importance of global challenges regarding environmental pressures and climate change, food and water security, and poverty alleviation. The following Census data projects the rising proportion of age cohorts by 2030.² The last sketch begins to tease out the ways that different generational mindsets could impact the choices and structural design of philanthropy in 2030.

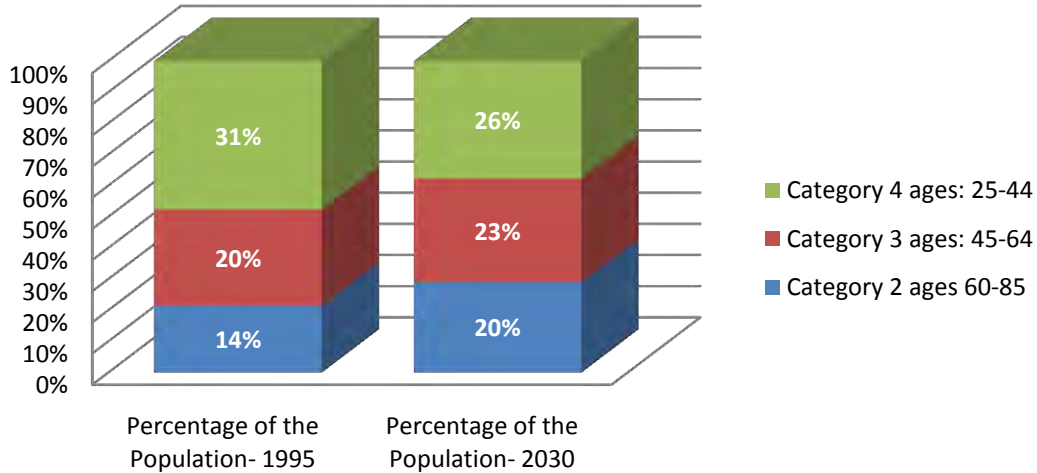
Table G. Percent Distribution of the Population by Age: 1990 to 2050

[In percent. As of July 1. Resident population]

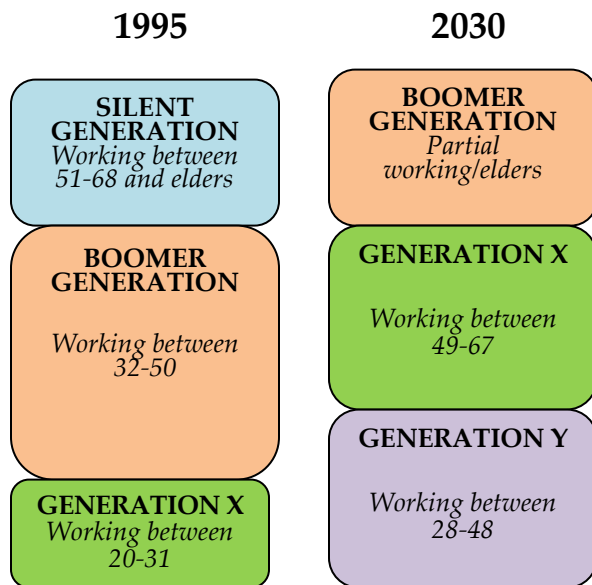
Year	Total	Under 5 years	5 to 13 years	14 to 17 years	18 to 24 years	25 to 34 years	35 to 44 years	45 to 64 years	65 years and over	85 years and over	100 years and over
ESTIMATE											
1990.....	100.0	7.6	12.8	5.3	10.8	17.3	15.1	18.6	12.5	1.2	0.0
PROJECTIONS											
Lowest Series											
1995.....	100.0	7.5	13.1	5.6	9.5	15.5	16.2	19.9	12.8	1.4	0.0
2000.....	100.0	6.6	13.2	5.8	9.5	13.5	16.4	22.4	12.6	1.5	0.0
2005.....	100.0	6.1	12.4	6.0	9.9	12.7	14.9	25.3	12.6	1.6	0.0
2010.....	100.0	5.9	11.4	5.8	10.3	12.9	13.2	27.4	13.2	1.8	0.0
2020.....	100.0	5.9	10.7	5.0	9.2	13.9	12.7	26.0	16.6	1.7	0.0
2030.....	100.0	5.7	10.8	5.0	8.6	12.5	13.8	23.4	20.2	2.0	0.1
2040.....	100.0	5.6	10.5	5.0	9.0	12.2	12.7	24.7	20.3	2.9	0.1
2050.....	100.0	5.8	10.7	4.9	8.8	12.6	12.5	25.0	19.8	3.4	0.1
Middle Series											
1995.....	100.0	7.5	13.1	5.6	9.5	15.5	16.2	19.9	12.8	1.4	0.0
2000.....	100.0	6.9	13.1	5.7	9.6	13.6	16.3	22.2	12.6	1.6	0.0
2005.....	100.0	6.7	12.5	5.9	9.9	12.7	14.7	24.9	12.6	1.7	0.0
2010.....	100.0	6.7	12.0	5.7	10.1	12.9	12.9	26.5	13.2	1.9	0.0
2020.....	100.0	6.8	12.0	5.3	9.3	13.3	12.3	24.6	16.5	2.0	0.1
2030.....	100.0	6.6	12.0	5.4	9.2	12.3	12.8	21.7	20.0	2.4	0.1
2040.....	100.0	6.8	11.9	5.4	9.3	12.4	11.9	22.0	20.3	3.7	0.1
2050.....	100.0	6.9	12.1	5.4	9.2	12.5	12.0	21.8	20.0	4.6	0.2
Highest Series											

² Retrieved on February 12, 2011 from...<http://www.census.gov/prod/1/pop/p25-1130.pdf>

Demographic Mix in the Work and Marketplace in the Coming Decades



CHANGING GENERATIONAL MIX OF THE WORKFORCE



Boomers:

Gen X: practical and socially entrepreneurial

Millennial: technologically advanced and big-picture

